

***“Victory
is the beautiful,
bright-colored flower.
Transport
is the stem without
which it could never
have blossomed.”***

Winston Churchill (1874-1965)
from *The River War*, viii, 1899
British Prime Minister,
orator and writer.



**United States
Transportation Command
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USTRANSCOM Pamphlet 35-3
October 1998
Supersedes P35-3, Jan 97



**Enhancing Our
Nation's Ability
to Protect
the Peace ... or
Win the War**

United States Transportation Command

Whether responding to a small-scale contingency or mobilizing for a full-scale war, the United States requires the potent power-projection capability provided by the United States Transportation Command (USTRANSCOM). As the single manager of America's Defense Transportation System (DTS), USTRANSCOM achieves this capability by maintaining readiness to support the warfighters, preparing now to operate in the 21st century through modernization and continuously improving processes.

Through a combination of government-owned sea, air and land assets; worldwide infrastructure access; robust information systems; reserve and guard support; and strategic partnerships with the commercial transportation industry, USTRANSCOM has the flexibility to respond across the spectrum of conflict. The command exercises the DTS continuously to provide peacetime transportation and short-notice contingency response, but the primary mission remains to get the warfighter to the fight.

The command's ability to execute its mission relies on effective command and control of the





forces assigned to the component commands: Air Mobility Command (AMC), Military Sealift Command (MSC) and Military Traffic Management Command (MTMC). The component commands provide the forces to meet the National Command Authorities' taskings and unified command wartime requirements. They also organize, train and equip the world class transportation organizations so vital to the DTS.

USTRANSCOM's readiness is continually tested, through joint and service exercises, ongoing operations and short-notice contingencies. The command supports virtually every operation undertaken by the Department of Defense (DoD).

USTRANSCOM's modernization efforts are centered around acquisition of additional sealift capability to meet the requirement; continued acquisition of the C-17 and upgrading of existing air mobility assets; extensive improvements to strategic infrastructure both in the continental United States and overseas; and achieving full operational capability for essential transportation information systems. These initiatives are critical to tomorrow's readiness, and

USTRANSCOM is committed to their successful implementation.

The tremendous potential inherent in the DTS can be fully exploited only through robust information systems for command and control, and intransit visibility (ITV). For USTRANSCOM, the Global Transportation Network (GTN) is the pivotal information system now and for the future. As the primary source feeding transportation information to the Global Command and Control System (GCCS), GTN provides the warfighter with timely, accurate visibility of air, land and sea transportation assets.

USTRANSCOM and its components have developed unique strategic relationships with the commercial transportation sector. These partnerships allow access to capability without the costs of asset ownership, and provide an unparalleled measure of flexibility to respond to world events. The Civil Reserve Air Fleet (CRAF) and the Voluntary Intermodal Sealift



Agreement (VISA) are two examples of the tremendous leverage afforded the DTS through the exchange of peacetime business for wartime capability. Both programs provide time-phased response levels based on the severity of a crisis or contingency.

USTRANSCOM's long-range vision and Strategic Plan lead the command's process improvement initiatives. Strategic planning gives senior leaders the tools to shape the future, guided by Joint Vision 2010, and the road map to implement those strategies and processes necessary to fulfill that vision. Through continuous and systematic improvement, the strategic planning process has undergone significant enhancements with a concerted effort to link strategy to resources.

USTRANSCOM's process improvement efforts shifted into high gear in 1997 with the stand-up of the Joint Deployment Training Center, establishment of the command's Business Center, continued refinement of the Joint Mobility Control Group, and completion of MTMC's Portlook initiative.

Obviously, USTRANSCOM's and its component commands' process reengineering efforts have one primary goal in mind: to enhance peacetime efficiency without compromising wartime readiness.

During USTRANSCOM's first 10 years, the command's mission and accomplishments grew substantially. The future looks both bright and challenging as well. The men and women of USTRANSCOM, AMC, MSC and MTMC look forward to the challenges and opportunities in the next century.

The command will continue to emphasize its three themes: Readiness to support the warfighters; preparing now to operate in the 21st century through modernization and continued process improvements for increasingly effective and efficient transportation; and continued, dedicated focus on the needs of people and their families.

USTRANSCOM's efforts are all focused on one objective: Enhancing the nation's ability to defend vital interests in response to any global challenge.

